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4 March 1986

## MEMORANDUM FOR THE RECORD

SUBJECT: Intelligence as a Force Multiplier--Meetings with [redacted] 25X1  
Special Assistant to DIA's Deputy Director for External Relations,  
and [redacted] DIA Directorate for Policy and Plans, 25X1  
3 March 1986

1. [redacted] arranged the meetings that he and I had with [redacted] 25X1  
[redacted] in their offices at the Pentagon. There follows a summary of the major 25X1  
observations made by each of them in our conversations about the subject and  
about intelligence support for contingency operations:

[redacted]

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- "Intelligence as a force multiplier" is a good conceptual phrase to use with commanders who might be skeptical about the value of intelligence in military operations. It's mostly a slogan much like "peace through strength."
- The concept of intelligence as a force multiplier is increasingly important particularly as the Soviets have been able to match our capabilities--have been able to offset US qualitative edges in weapons systems. But what you do with the concept in practical terms is "another matter"--not much, if anything, has been done in this connection.
- General Peroots has long used the phrase in emphasizing the need to "outfox the enemy." As it becomes more difficult to buy additional divisions, aircraft carriers, fighter squadrons, etc., the need for intelligence becomes greater, even "critical." This is a recurring theme in his snappy briefings on "trends and capabilities" (briefings pioneered by [redacted])

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- DIA's Theater Intelligence Architecture Program (TIAP) grew out of the Congressionally-mandated 5 December 1978 IC Staff study of "the national-tactical intelligence interface." (It also takes into account the concerns of the DIRNSA that were the basis of a limited CIPC study last year.) Under the TIAP each of the J-2s of the nine unified and specified commands identifies--through standardized documentation--his commands needs ten years in the future for warfighting up to the level of strategic nuclear war. The J-2 also records his intelligence capabilities--collection and analytical.
- The 1978 interface study also spawned: the TENCAP program (R&D on new approaches for pushing national intelligence assets in the direction of the tactical user) and the JCS-approved DWIP--The Defense-Wide Intelligence Plan which is used in the Defense Funding Guidance.
- The TIAP is an "embryonic program." The EUCOM and PACOM TIAP documents are being updated. Baseline documents are becoming available from the CONUS-based commands--and SAC and REDCOM will furnish theirs later this year. The BETAC Corporation is preparing the documents under contract to the various CONUS-based commands.
- [REDACTED] feels more hopeful about the value of TIAP today than he did a year ago. At a minimum it is bound to be greatly successful in enabling CINCs to formally record their intelligence requirements. [REDACTED] bears no responsibility for seeing that the requirements are fulfilled.)
- The ACSIs of the services are cooperating in the TIAP effort and support it because their force components are able directly to weigh in with their needs as part of the preparation of the basic TIAP document that takes place within the unified and specified commands.

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2. Both officers seemed pleased to be of assistance. Each provided the names of others in the DIA who might be helpful, and each also mentioned or showed to us various documents that would be of use.

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